

ANNUAL REPORT

1984 – 1985



City of

CAMBRIDGE

MASSACHUSETTS

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CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

Tel. 498-9011



EXECUTIVE DEPARTMENT

ROBERT W. HEALY

City Manager

To the Honorable, the City Council, and Citizens and Taxpayers of Cambridge:

I am pleased to submit the attached Annual Report for the fiscal year beginning July 1, 1984 and ending June 30, 1985. As in the past few years, achievements in the areas of finance and economic development dominate the list of FY85 successes. Through the use of trending, a process which adjusts property values according to sales within districts, and through the use of new construction which is exempt from the limits of Proposition 2½, the total assessed valuation of the City increased from \$2,901,630,689 in FY84 to \$3,083,419,166 in FY85, thus enabling the City to increase its tax levy from \$69,617,211 in FY84 to \$72,370,023 in FY85. The tax levy of \$72,370,023 resulted in a full value rate of \$23.47. Under the classification method adopted by the City Council, the residential rate was \$15.26 and the commercial and industrial rates were \$34.69.

Continued success in the revaluation process and the adaptation to the constraints of Proposition 2½ led to a further upgrading of the City's bond ratings by the two major credit agencies, Standard and Poor's Corporation and Moody's Investors Service. The action by Moody's marked the first time since the advent of Proposition 2½ that a Massachusetts City had its credit rating raised after it had been previously lowered. The upgrading by Standard and Poor's was the second time in less than two years that the City's rating was increased. These actions, in conjunction with favorable market conditions, resulted in the lowest rate of interest charged to the City in many years.

For several years after the passage of Proposition 2½, the capital needs of the City were neglected due to the necessity to conserve revenues to fund the operating budget. However, during FY85, for the first time in many years, the City developed a five-year capital improvement plan and implemented the first year of the plan. A large portion of the total appropriation, \$1.8 million, was funded by current revenues and covers a wide range of capital projects.

During FY85, many development projects which were initiated several years ago were completed while ground was broken on several new projects. The first Cambridge Park building by Spaulding and Slye was opened in the Alewife section of the City while the Charles Square complex in Harvard Square began operations. In the East Cambridge area several major projects, including One Canal Park, Riverfront Office Park (Phase II), and One Memorial Drive, were begun.

Also, after an intensive review of the three final applications for the cable television license, the City awarded the franchise to American Cablesystems in March, 1985, and began negotiations for a provisional license and then a final license must be signed prior to the beginning of the construction of the system.

I would like to thank the City Council, City Employees, and the Citizens of Cambridge, for their continuing efforts to achieve the goals set forth at the beginning of the fiscal year. After having weathered the difficult years of Proposition 2½, the City is now able to set its sights on a promising future.

Respectfully submitted,
Robert W. Healy
City Manager



Front row, left to right, Councillors Daniel J. Clinton, Walter J. Sullivan, Mayor Leonard J. Russell, Councillor Sandra Graham, Councillor Alfred E. Vellucci
Back row, left to right, Councillors David E. Sullivan, Alice K. Wolf, Thomas W. Danehy, Francis H. Duehay

IN MEMORIAM

Mayor Leonard J. Russell
1932–1985

City Clerk

The concept of the Plan E. Council/Manager form of government provides the office of the City Clerk a distinct and significant role in municipal government. The Clerk's office, in addition to its statutory responsibilities, which among others includes the issuance of all vital records, provides through the City Clerk and the Deputy City Clerk, for the staffing of some twenty City Council Committees, in addition to their attendance at each meeting of the Council. The staff in the office, all of whom perform a multiplicity of duties, also serve as "unofficial ombudsmen" providing general information regarding various municipal services to the public. The ability of the staff to perform in a professional and efficient manner is evidenced by the fact that revenues for the fiscal year 84-85 were much above projection.

Licenses and Fees

Sporting licenses	\$10,684.50
Marriage licenses	10,970.00
Sporting fees	437.90
Certified copies	63,753.85
Archery Stamps	70.00
Waterfowl Stamps	70.00
Duplicate licenses	18.00
Sale of Zoning Ordinances	5,259.10
Sale of General Ordinances	45.00
	<hr/>
	\$91,308.35

Recording and Fees

Mortgages, etc.	\$17,040.00
Business certificates	4,675.00
Business certificates withdrawal	150.00
Physicians	30.00
Filing of Zoning Petitions	525.00
Constable filing fee	550.00
Electrolysis	30.00
Going out of business	14.00
	<hr/>
	\$23,014.00

Vital Statistics

Cambridge residents —	
Births in Cambridge	386
Non-residents — Births in Cambridge	1,187
Cambridge Residents —	
Births Outside Cambridge	617
Intentions of Marriages filed	1,110
Marriages recorded	1,075
Deaths recorded	1,642
Delayed returns of births recorded	11

Affidavits of Correction of Births recorded	149
Instruments recorded	2,330

Law

In 1872, an ordinance created the first Office of the City Solicitor in the City as government affairs became more complex and the volume of work increased. Until that time, the City had hired a lawyer each time the need for legal services arose. With a staff of five attorneys, an investigator assigned from the Police Department and two administrative personnel, the Law Department carried on its day-to-day business during FY85. The work of this office was facilitated by the acquisition of a word processing system.

In FY85, the Law Department's activities continued to focus on its primary function, litigation. Approximately 140 civil law suits were commenced against the City in the Superior and District Courts of the Commonwealth, as well as the U.S. District Court, Appeals Court, First Circuit Court of Appeals and the U.S. Supreme Court for its most notable and widely covered case of the '85 fiscal year, *Arthur D. Little v. Melvin Chalfen, M.D.* Counsel representing the City filed appearances on its behalf in all cases.

Along with its responsibilities for civil litigation, the Law Department represented the City in approximately 75 claims filed before the Committee on Claims of the City Council. Further, legal counsel acted on the City's behalf before the Contributory Retirement Board, Civil Service Commission, Appellate Tax Board, Commission Against Discrimination, Equal Opportunity Commission, and other hearings and meetings where legal counsel was requested by the City's various departments.

The department is also responsible for the processing of workmen's compensation claims brought by employees from the City's various departments. These cases involve extensive administrative and investigatory work, as well as representation at hearings and conferences of the Industrial Accident Board at the State Office Building in Boston. It is estimated that 400 claims for Workmen's Compensation benefits were processed in FY85.

The Law Department also continues to provide services to the City's department heads as well as City Council members, School Committee members, and the Office of the City Manager by providing written opinions and advice as they are requested via phone and written request.

Finance

Administration

For the second year in a row, the major accomplishment of the Finance Department was the upgrading of the City's

bond rating by the two leading New York rating agencies. Standard & Poor's Bond Rating Service increased the City's bond rating from A- to an A while Moody's Investor Service raised the City's rating to a Baa¹ from Baa. These upgrading represent the third bond rating increase for Cambridge in the last two years.

In obtaining a credit rating increase for a second consecutive year, Cambridge bucked strong national trends which ran in the opposite direction. For example, in 1984, Moody's Investor Service issued 4068 municipal bond ratings, of which only 101 were rating increases, while 350 were rating decreases. The balance, 3,617, remained the same.

The increased ratings were issued in conjunction with an \$11,405,000 bond sale by the City for renovations to the Cambridge Hospital and public improvements in the East Cambridge waterfront area. The higher bond ratings and a favorable market resulted in a 7.00% interest rate on the bond issue. In addition, the City reduced its bond anticipation notes (less than two years in maturity) to \$2.6 million, which is the smallest amount in recent years.

In fiscal year 1985, the City issued a request for proposal for financial advisory services to assist in the bond sale, with debt management and capital financing strategies. The Government Finance Research Center was selected as the City's Financial Advisor. With their consultation, the Treasury and Budget Departments produced the City's first "in-house" bond prospectus in several years for the \$11,405,000 bond issue. As a result, the entire text, statistics, composition, revisions, design, and printing were done "in-house" at a considerable cost savings to the City.



Robert W. Healy, second left, City Manager of Cambridge, receives a check in the amount of \$662,559 from Philip A. Trussell, Associate Treasurer of the Massachusetts Institute of Technology, as a gift in lieu of taxes to Cambridge. Others attending were, from left, Robert P. Reardon, City Assessor; Faith D. MacDonald, Chair of the Board of Assessors; Ronald P. Suduiko, Special Assistant in the Office of the Chairman of M.I.T.; and Kevin T. McDevitt, City Assessor.

Budget

The four person staff prepares the annual operating and capital budgets as well as the five-year capital improvement plan. For the first time in many years, a capital improvement plan with detailed descriptions of the projects funded and the revenue sources required to finance these projects was prepared. In addition, the neighborhood budget, which was initiated during FY84, was expanded to include the Community Development and Electrical Departments as well as the five departments included in the FY84 Neighborhood Budget. The staff continued to coordinate the city's compliance with revenue sharing rules and regulations as well as various other federal and state grants. The staff continued to be involved in the operation of the in-house computerized accounting and budgetary control system and the payroll system. In addition, in conjunction with the Treasury Division, the staff prepared the disclosure statements and other relevant financial documents related to the bond sale in June of 1985 which resulted in an upgrading of the city's credit rating by both of the major rating agencies. The budget division also continued its involvement with the independent auditor in its preparation of the annual audited financial statements.

Personnel

The Personnel Department is responsible for coordinating City hiring and promotion practices for civil service and non-civil service positions. Under a delegation arrangement with the State Department of Personnel Administration, the entire administration of the Civil Service Labor Service is the responsibility of this department. New civil service lists for labor service positions are being prepared and certified directly from the City's Personnel Office on an on-going basis. The Personnel Department also continues to prepare lists of eligible applicants for departments to use in hiring for non-civil service positions, providing a central resource for departments to use.

The Employee Benefits section negotiated and approved the addition of five new Health Maintenance Organization plans bringing the total of HMO's to six. The department also successfully negotiated with Blue Cross/Blue Shield and employee organizations to change the City's primary health coverage from Master Medical to Master Health Plus, to take effect August 1, 1985.

This change provides, for the first time, real cost control and benefit management tools to support employees in receiving appropriate and quality health care in the most appropriate settings. In conjunction with establishing benefit management controls to help reduce the dramatic rise in health care costs, coverage was improved in several areas that will help reduce employees out of pocket expenses. The Personnel Department continues to work closely with Blue Cross/Blue Shield and the other providers to help ensure that the City and employees obtain maximum benefit from the various provisions of the plans. In addition, an excess claims trust fund was

established as a less expensive and more flexible substitute for previously purchased reinsurance for excess health care claims.

In Labor Relations, ten of the twelve collective bargaining contracts came up for re-negotiation. Seven unions successfully negotiated two-year contracts, while the other three unions negotiated three-year contracts. The department continued to administer contracts with all twelve employee organizations, including settling grievances and defending cases at arbitration.

Assessing

The Board of Assessors updated the valuations for Fiscal Year 1985. Values will be updated annually based on sales/market data and every three years commencing in Fiscal Year 1987, there will be a complete State-certified revaluation of all properties to comply with the law.

The City purchased a property valuation software system as part of the program to bring all assessing/valuing activities in-house and to maintain up-to-date valuations.

The assessed valuation in FY85 increased from \$2,901,630,689 to \$3,082,647,920. The assessment valuations by classification for FY85 are as follows:

Type of Property	Valuation	Property Taxes
Commercial	\$ 825,504,015.	\$28,636,734.
Industrial	369,343,756.	12,812,535.
Residential	1,777,996,499.	27,132,227.
Personal	109,798,650.	3,808,917.
TOTALS	\$3,082,642,920.	\$72,390,413.

The Board continues to work on a fair and equitable tax program for new construction which continues to be active. New construction revenue is vital to the financial stability of the City as it is not a part of the State's 2½ property tax limit. Revenue derived from new construction is available to the General Fund to reduce the additional expenses and taxes of the City.

The Boards' on-going active In-Lieu-Of-Tax Payment Program is the most successful in the country. The results of the past three years are as follows:

Fiscal Year	Amount Collected	Participating Tax-Exempt Properties
FY83	\$1,327,908	33%
FY84	\$1,467,672	39%
FY85	\$1,713,821	40%

Purchasing

The Purchasing Department staff is responsible for the procurement of supplies, equipment, and services for all City Departments.

Efforts have been made to encourage the requisitioning departments to issue annual blanket orders for repetitive sup-

plies which would result in more efficient and systematic delivery schedules, thus reducing time and paper work.

Cambridge is continuing to join with other nearby cities and towns in the joint co-operative bidding process which results in greater savings for the City.

During this period the department had 262 bid openings and some of the major construction bids handled included the following:

Roofing at Model Cities Building
 Burner Replacement and Heating System
 Improvements at City Hall
 Rehabilitation of Various Playgrounds
 Neighborhood Four Park and Playground Projects
 Sennott Park Renovations
 Grounds Maintenance at City Hall, City Hall Annex, Longfellow Park, and St. Peter's Field
 Cowperthwaite Street Water Main
 Payson Park Gatehouse Rehabilitation
 Improvements to the Water Filtration Plant
 Installation of Aluminum Windows at the Martin Luther King, Jr. School
 Phase Two Site Improvements for Lechmere Canal and Park
 Masonry and Flashing Repairs at City Hall Annex
 Renovations to the 3rd Floor Office Space in City Hall
 Longfellow Open Space Project
 1984 Streets and Sidewalk Repairs
 Cemetery Roadway Reconstruction
 Cemetery Monument Repairs
 Hampshire Street Reconstruction
 Roof Replacement at Public Works Department
 Boiler Installation at Cambridge Day Treatment Center
 Installation of Gas Fire Unit Heaters at Public Works Department
 Construction of a New Boiler Plant at Cambridge Hospital

Auditing/Accounts Payable

The closing of the accounting records for FY85 was completed on the earliest date in recent history, thus facilitating the determination of fund balance and free cash. The early completion date also enabled the city's independent auditors, Peat, Marwick, Mitchell and Co., to complete their audit of the financial statements on a timely basis.

All of the normal accounting functions are now being performed on the Sperry System 80 mini-computer. These include the verification of availability of funds and the approval of purchase orders, the entering of all vendor invoices for payment and the maintenance of the General Ledger.

Tax Delinquency

During fiscal year 1985, the Tax Delinquency Unit of the Finance Department continued its aggressive effort to collect

delinquent real estate taxes through the initiation of tax title foreclosure proceedings.

As of June 30, 1985, delinquent tax collections totaled approximately \$3 million dollars (fiscal 1984 and prior year real estate tax). Tax Title collections totaled \$840,000 in fiscal year 1985 which represents an increase of \$540,000 from fiscal year 1984 exclusive of the City's \$4.2 million dollar settlement with the Boston and Maine Railroad. In addition, 458 real estate accounts, with a total dollar value of approximately \$1.2 million, were placed into tax title during fiscal year 1985.

These positive results in the area of tax delinquency are a result of the implementation of an automated tax delinquency computer system in 1983 which has made enforcement more efficient and timely.

Revenue

The Revenue Division is responsible for the billing and collection of all water/sewer, real/personal property, and excise bills including tax delinquency notices.

For fiscal year 1985, the Revenue Division collected 97% of current year real estate and personal property taxes. In addition, the Revenue Division collected over \$2,000,000 in excise tax revenue in fiscal year 1985, an increase of approximately \$523,000 over fiscal year 1984.

The large increase in excise receipts is the result of the combination of an innovative "in-house" excise billing system implemented in fiscal year 1984 and the crackdown of delinquent excise accounts. Previously, the Revenue Division used an outside service bureau for excise billings, account maintenance and other functions which limited its ability to control the entire process, especially the crackdown of the delinquent excise accounts. The "in-house" system allows the Revenue Division to control excise bill issuance, account maintenance, tax delinquency notices, and the final step for non-payment which is suspension of vehicle registration. The new system has also significantly reduced costs for the City.

Cash Management

In fiscal year 1985, the City continued to improve its cash flow through better collection procedures, including property tax as well as non-property tax revenue, and better cash management. For these reasons, the City reduced its Revenue Anticipation Notes (RANS) to \$12.5 million. RANS are short-term borrowing in anticipation of real estate and personal property tax revenue. The \$12.5 million borrowed is a decrease from the \$27.5 million borrowed in fiscal year 1984. The downward trend should continue in fiscal year 1986, resulting in smaller interest payments.

For fiscal year 1985, interest earnings generated from the investment of general fund cash reached the \$2,200,000 mark, which is an increase of 26% from the previous fiscal year. In addition, interest earnings for the Revenue Sharing Fund were up by one third, and the Traffic and Parking Fund earnings more than doubled from the previous fiscal year.

As noted, the increase in interest income was due partly

to a better cash management program. The Cash Management Division has closed over 25 bank accounts since the end of fiscal year 1983 with the result that all accounts, except for Payment accounts, are now interest-bearing. In addition, a new cash management system implemented in fiscal year 1985 has allowed the City to play the float on disbursed vendor and payroll checks to its utmost and allows the cash of uncashed checks to earn money market interest.

Another improvement in the City's cash management program was the elimination of a \$1.4 million dollar daily compensating balance which paid for the City's banking services. The Cash Management Division changed this method of payment to a direct fee basis, which now allows the \$1.4 million dollars to be invested.

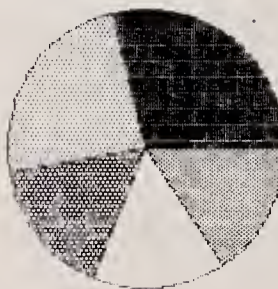
Fiscal Year 1985 Budget \$159.1 Million

REVENUES



	42.60% Taxes
	25.50% Services
	24.70% Intergovernment
	4.20% Other
	3% Fines, Forfeits

EXPENDITURES



	29% Education
	23.70% Human Resource Development
	16.10% General Government
	15.60% Public Safety
	15.60% Community Maintenance & Development

Data Processing

FY 1985 was primarily a year of consolidation for data processing activity at City Hall. Data processing applications introduced in the prior year were enhanced where necessary and conversions from older systems were completed.

The introduction of office automation was the main focal point with the Sperrylink system installed in the later part of 1984. A network of 12 Sperrylink work stations have tied together many of the principal departments within City Hall through a Distributive Office Processing System (DOPS).

User training was conducted at City Hall in a classroom environment before the user departments were allowed to use the system on their own. Continued enhancements in the use of this product have made office automation an important part of each user department.

Current users of the Sperrylink system are:

- Executive Department
- Finance Department
- Law Department
- Personnel Division
- Purchasing Division
- Composing Division
- City Hospital
- Public Works Department
- Mayor's office
- City Council Office
- License Commission
- Human Services Department

Personal computers also made the scene at City Hall, as well as a number of departments throughout the City. Not only has the PC been used for word processing, financial spread sheets, and data management activities, but they have been connected to the City's main computer at terminals which allow users to access data on the main frame and work with that information within the PC environment.

The Inspectional Services Department completed the specifications for a system to track building permits and building code violations. A Sperry Mapper system was selected and the application is expected to go on line by the end of 1985.

Employee Pension Liability

As of January 1, 1983, the City's Contributory Retirement System had an actuarial unfunded liability of \$123.8 million. In recognition of this data compiled by the Massachusetts Retirement Law Commission, an appropriation of \$1,000,000 was made by the City Council in fiscal year 1984, as well as in fiscal year 1985, to begin the funding of the System's unfunded liability.

Under recent statutory amendments, the Retirement System added \$3,200,000 in fiscal year 1985 to the Pension Reserve Fund from "excess interest" it earned on investments.

At the end of fiscal year 1985 the Pension Reserve Fund had a fund balance of approximately \$5,500,000.

Claims Trust Fund

In fiscal year 1985, the City Council appropriated \$800,000 to establish a Claims Trust Fund to act as a contingency against possible deficits in health insurance allotments of future years. All the health insurance plans which the City offers are based on a claims basis for payment so that there may be times of large unanticipated claims. It is anticipated that additional appropriations will be made in future years.

Retirement System

The office staff is responsible for maintaining the accounts of 3631 active members, 218 inactive members, 1281 contributory retirees and 253 members under the noncontributory system.

Under Chapter 32 of the Massachusetts General Laws, the staff is also required to administer the following funds of the retirement system: annuity savings, annuity reserve, special fund for military service credit, pension and expense fund.

Since the passage of Chapter 630 of the Acts of 1982, the Cambridge Retirement Board's goal is to restore public confidence, accountability, efficiency and financial stability in the Retirement System.

The Retirement Board recently completed a detailed report on retirees and active members to the Retirement Law Commission. This statistical information was required in order to determine the amount of the unfunded liability of the Retirement System.

The City of Cambridge has begun to aggressively address the problem of the unfunded liability of the Retirement System through the Pension Reserve Fund. The control of the Pension Reserve Fund has been transferred to the Retirement Board from the City Treasurer and the total of this fund at the present time is \$5,461,149.61.

General Services

Printing

The Print Shop provides printing, binding, duplication and mailing services to all city departments. Accomplishments for FY85 included the completion of 1,550 jobs, of which approximately 8,000,000 were Printed Impressions. The Print Shop also printed over 400,000 envelopes during the year.

Composing

This division provides word processing services to all city departments. During FY85, a new word processing system was acquired which will enhance the ability of the staff to produce the annual budget, annual financial report, city council meeting records, and other important city forms and documents.

Microfilm

During FY85, the microfilm staff filmed, indexed and cataloged a total of 300 individual rolls of film or 600,000 images. Microfilming activities were performed for the following departments: Law, Purchasing, Treasury, Payroll, Hospital, License Commission, and Assessors. The process of roll duplication has been updated and a Jacket/Microfiche System has been implemented for the necessary departments.

Elections

Although the historical record of 1721 reported a minor scandal over two men accused of double voting during the election of a representative, no single authority was responsible for supervising the voting process until the 1921 establishment of the Election Commission. A rapidly increasing Cambridge population and new, more complicated election laws immediately justified the body's existence.

The Commission is composed of two Republicans and two Democrats appointed by the City Manager from a list submitted by the City Committee of each party. The Commission supervises the counting of the proportional representation method of voting, a complex procedure that may last up to a week. Implemented in 1940, PR ensures representation to minority groups and stimulates more citizen participation but demands a great amount of time and patience.

During fiscal year 1984-85, the Election Commission supervised two Elections on September 18, 1984, 45% of the electorate voted in the State Primary. On November 6, 1984, 84% of the City's registered voters cast ballots in the Presidential Election using the city's new electronic voting machine system.

In addition, the Commission conducted the 1985 State Census in accordance with state law. The Commission continually strives to make it as easy as possible for citizens to register to vote. The offices at 362 Green Street are open each business day for registration, 60 sidewalk sessions (in Harvard and Central Square), 164 Special Sessions and 99 neighborhood sessions were conducted before registration deadlines.

Cambridge Arts Council

The wonderful thing about trying to satisfy the City's demand for art is that the more we do the more the people of Cambridge appear to want. Our continually growing audiences, among all age groups and neighborhoods of Cambridge, is a great satisfaction to the Cambridge Arts Council, which, now in its eleventh year, has been called "one of the most active local arts agencies in the country" by the head of the Massachusetts Council on the Arts.

The work of the Arts Council greatly depends, of course, on the generous support of the people and the Cambridge business community, which have contributed over \$100,000 toward its programs in the past two years. The Arts Council has been a catalyst in the development of the Cambridge Businesses for the Arts Organization, which is expected to greatly increase financial assistance to the arts. And this past year the Cambridge Chronicle initiated a monthly page devoted entirely to the events and programs of the Arts Council. Activities of the Arts Council during FY85 included:

Artventures

Formerly called Community Arts, Art Ventures has continued to fund many Cambridge artists to do projects jointly planned by community groups, schools, and other city agencies. 34 such projects were funded this past year through the City Arts program, which awarded \$50,000 in matching grants. Another \$42,000 in Arts Lottery funds were awarded on a competitive basis to fund the following projects: Black Ghetto Theatre, the Cambridge Chorus for Elders, Arts for the Handicapped, Portuguese American's Youth Program, the Cambridge Library's Black History Month program, the Cambridge Public School's Literacy Project, after school dance programs, puppet making workshops, Classical Indian Dance classes at Rindge and Latin, Senior Center Folk Concerts, writing projects at Jefferson Park, Third World Poetry Readings, music lessons for low income children, the Fifth Annual Hispanic Festival, a senior citizen mural workshop, and the East Cambridge Multicultural Arts Center.

Public Art

This has been a year of fruition for the seven year old Arts On The Line program, which has gained national praise as a model for the installation of permanent works of art in MBTA subway stations. Nineteen major artworks were unveiled this year at Alewife, Davis Square, Porter Square and Harvard Square stations during a day long festive celebration. Additional works are being created at Harvard and Kendall square stations, and an open competition is underway to select artists to do works for the new Central Square station under construction. Arts On The Line is also coordinating the art program for eight Boston Stations, including the new South Station transportation center also under construction. As a result of the efforts of this Arts Council program, the MBTA will soon have the largest collection of art in any transportation system in the United States.

The Percent for Art Program has installed new murals at the Graham and Parks school, and new sculptures in Sennott Park and Columbia Street Park in Neighborhood 4. It has also purchased many works of Cambridge Artists for the Cambridge Hospital, and has commissioned a nationally known photographer to do portraits of the residents of Neville Manor nursing home. Some of these photos will be framed and installed at the nursing home. Another fourteen public art projects are in the process at this time. A "Guide to Public Art In Cambridge" was published this year and is available free at the Arts Council and at the Information Kiosk in Harvard Square.

Exhibitions

The Arts Council has a full schedule of exhibitions at its City Hall Annex gallery. Emerging artists, painters and photographers, as well as student and community groups have exhibited. In addition, drawings and models of proposed public



"Alewife Cows," floor-to-ceiling painted mural at end wall of bus waiting area at the Alewife Station, was commissioned by the MBTA through the Cambridge Arts Council's Arts on the Line Program.

art works are shown there. The Council has also sponsored major exhibitions at other galleries, including an important juried exhibition of 35 of Massachusetts best photographers, and an Arts On The Line exhibition of Architects and artists models for proposed new and renovated MBTA stations called "Collaboration At the Station."

Artists Registries

Two Artists' Registries are maintained at the Council offices. The **Performance Bank** is a free listing service which makes available to community groups and other possible entertainment bookers information on 350 performance artists and performance groups. Dancers and dance companies, actors and theatre companies, musicians and orchestras, choirs and bands, as well as clowns, jugglers, mimes and comics are included, and many of the entrants have audio tapes which can give interested parties a preview before live auditions are held. **The Art Bank** is a visual artists slide registry, used in the selection of artists for public art projects, and available by appointment to anyone seeking artists' services. The Art Bank has more than 9,000 slides of over 700 artists' works, and includes sculptors, painters, printmakers, photographers and many craftspeople and artisans who work in clay, fibre, glass and wood.

Festival

The Opening Day of the Cambridge River Festival, which the year before attracted over 90,000 people to the banks of the Charles was largely rained out this year. The Fourth Annual International Sculpture Race had a very wet track. The other performers, imbued with the show business dictum that "the show must go on," valiantly danced, sang and played until dwindling audiences made continuing unrewarding. However, a



"Bornsteins," photograph selected for the Cambridge Hospital through the 1% for Art Program.

number of other festival events were most successful. These included the Second Annual Video Art Festival which drew large audiences, the Central Square International Day, the Street Performers' Celebration on the common, and yet another grand display of fireworks sponsored by the new Royal Sonesta Hotel in East Cambridge.

The Cambridge Arts Council continues to be a national model in providing a wide range of arts programs in an urban setting. It continues to share its expertise with other local arts agencies throughout the country while never losing sight of the needs of Cambridge citizens for arts; reaching into all neighborhoods, touching and enriching all segments of the City's diverse and culturally rich population.

Animal Commission

The Cambridge Animal Commission (CAC) which consists of a seven member board, addresses all aspects of animal welfare control and care. There is one Animal Control Officer responsible for enforcement of the leash/scoop law (Ordinance 998) and state statutes relating to licensing and care of animals (Mass. Gen. Law, Chapter 140, Chapter 272). Citations are issued to owners that do not walk their dogs on a leash, clean up after the dog, or have an animal licensed. Revenues collected during fiscal year 1984-85 from dog violations was \$13,500.

CAC also issues dog licenses. During Fiscal Year 1985 4,000 dog licenses were issued. Revenues received from licensing was \$17,150.

The Commission offers a low cost spay/neuter program for dogs and cats; lost and found records for dogs/cats; animals for adoption that are unclaimed in the dog pound; health care information; and a humane literature library.

Fire

During Fiscal Year 1985, the Cambridge Fire Department responded to 10,372 calls for service, an increase of 244 calls over the preceding year. The Department budget of \$9,158,390 supports 284 sworn personnel and 4 non-sworn personnel. During FY85 the department responded to nine (9) multiple alarms and 192 building fires.

On April 26, 1985 our Fire Academy graduated twenty-eight recruits.

In FY85 the department was able to place an order for a new Aerial Tower and two new hose wagons. The department is anticipating delivery of this new apparatus in early spring of 1986.

Again, the Fire Prevention Bureau has vigorously pursued the installation of "Smoke Detectors" in various occupancies and steady progress has been made during the year. Hopefully in the not too distant future all dwellings and apartment houses will be equipped with such detectors.

The Training Division conducts daily and on occasion night classes to constantly keep the members of the department up to date on the ever changing technologies pertaining to fire fighting methods, equipment, apparatus and many other various items. In addition, on April 26, 1985 our Fire Academy graduated twenty-eight recruits.



Fire recruits train on real-life situation at a Landsdowne Street location.



Firemen fight five-alarm fire on Gore Street.

The members of the Arson Division continue to devote many hours into the investigation of all fires of suspicious origin within the city. All members have received extensive training. Through their efforts suspicious automobile fires in our city have dropped dramatically. Their program for the investigation of car fires has been applauded by many state and local officials.

Year	Fire duty & other Service	Emerg. Med. Services	Fire Alarms	Mutual Aid	Total
FY83	4982	2201	1053	188	8,424
FY84	6079	2832	1002	215	10,128
FY85	6471	2497	1136	268	10,372



Firemen fight three-alarm fire on Harvard Street.

Police

Serious crime continued on a downward spiral in the City of Cambridge for the third consecutive year in calendar year 1984. A twelve percent decrease in Part I crime was recorded when comparing the 1984 total with that of 1983. This decrease represents the largest yearly drop in crime in the City since 1977.

(Because of their seriousness and frequency of occurrence, eight offenses [murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson] comprise a crime index of Part I crimes and serve as an indicator of the locale's crime experience.)

The 1984 Part I crime index of 6,220 serious crimes was the lowest total reported in the City of Cambridge since the city became a participant in the Uniform Crime Reporting System in 1970. All serious crime declined in Cambridge during 1984. Auto theft (-18%), and burglary (-13%) recorded their lowest yearly totals in the past 15 years. Rape (-16%), robbery (-15%), assault (-17%), and larceny (-7%) all registered substantial declines when compared with the 1983 figures. The Part I crime breaks down as follows:

Crime	1983	1984	% change
Murder	7	6	-14%
Forcible rape	37	31	-16%
Robbery	448	377	-15%
Aggravated assault	445	365	-17%
Burglary	1630	1415	-13%
Larceny-theft	3287	3038	- 7%
Auto theft	1699	1388	-18%
Index total	7553	6620	-12%

For the fiscal year ending June 30, 1985, the Cambridge Police Department consisted of 258 sworn officers (compared to 307 in 1977).

Of the total, 152 officers are assigned to the patrol divisions, Day Patrol Operations and Night Patrol Operations. Patrol has as its primary function the delivery of police services to the community. Patrol is the most visible unit of the Police Department as it is on duty 24 hours a day, seven days a week. As the Department's Primary manpower resource, it is responsible for the suppression and prevention of crime, the apprehension of offenders, the recovery of stolen property, the regulation of non-criminal activity, and the maintaining of peace as well as performing numerous other miscellaneous activities.

The two patrol divisions were responsible for issuing 13,696 moving vehicle citations and 113,487 parking violations in FY 1985. In addition, the Traffic Division (consisting of 18 sworn officers) issued 4,481 moving vehicle citations and 55,685 parking violations.

The Criminal Investigation Division consists of a variety of specialized units in addition to a General Assignment Unit. The Rape Investigation Unit, formed in 1984 in accordance with Massachusetts General Law Chapter 41, section 97, con-

tinues to clear a substantially higher percentage of rapes than in previous years. C.I.D. personnel, in the past fiscal year, have recovered over \$500,000 in stolen property.

The Vice/Narcotics Unit has, over the last year, made numerous arrests regarding drug activity in the City. In December, the Unit confiscated over an ounce of cocaine and a large quantity of prescription drugs from a Putnam Avenue address. Also in December, an MBTA employee was arrested for drug trafficking in the Central Square subway station. Other seizures and arrests included eight ounces of cocaine and cash from Cottage Street, five pounds of marijuana from Harvard Street, 140 grams of cocaine from River Street, cocaine and cash from Gilmore Street, and three drug dealers in October, 1984.

The Youth Division handles juvenile offenses and crime reports, along with child abuse complaints, school complaints where assistance is requested or required, neglect cases and children in need of services (C.H.I.N.S.). During the 1984-1985 school year, the Police Department, in cooperation with the School Department, initiated a Youth/Police Awareness Program. As part of the program, every Friday, a different eighth grade class is transported to the Police Station for four hours of lectures, films, guided tour, and voluntary finger-prints. The program, coordinated by officers of the Youth Division, acts as a very positive way for police officers to meet, interact, and to get to know the young people and future adults of the City of Cambridge. The program also indoctrinates the City's youth to the criminal justice system. During the calendar year, 725 young people participated in the program.

On October 14, 1984, the Cambridge Police Academy graduated its 1984 class of 21 officers. The newly sworn officers were all assigned to patrol duties. In the next fiscal year, the Police Department hopes to add to its present sworn complement with at least one class of fifteen.

The Services Division is responsible for providing support services and functions to the entire department. The Communications Unit handled over 750,000 calls during the fiscal year resulting in more than 90,000 dispatches of police units.

During FY 1985, the Cambridge Police Department entered into a lease/purchase with maintenance program for two-thirds of the marked vehicle fleet. The program dictates that the City pay a fixed monthly rate per vehicle to a private company which includes a regularly scheduled preventative maintenance program administered by the company. The program has proven successful in its first year of operation resulting in substantial savings in mechanical repairs as well as gasoline expenditures. During the upcoming fiscal year, the Department will convert the remaining marked vehicles to the program.

The Community Services Division consists of crime prevention, crime analysis, and community relations. The Division is responsible for coordinating the city wide network of 28 neighborhood watch programs as well as conducting safety programs for the elderly, women's groups, and special groups.

The Inspectional Services Division is responsible for investigating citizen complaints against police officers as well as staff investigations when ordered by the Chief of Police.

Traffic & Parking

The Department has the responsibility of managing traffic and parking on public streets and off-street parking facilities. This is accomplished through several divisions of the department, each working together to accommodate the 350,000 vehicles that enter the city each day.

In order to manage the parking assets of the city, the Resident Parking Program issues 32,00 parking stickers to residents whose vehicles are registered in the Commonwealth and garaged in the city. The Resident Stickers and Visitor Permits enable resident and their guests to legally park on the 70 miles of residential streets.

The Parking Meter Division of the Department is responsible for the installation, maintenance and collection of the 2,900 parking meters that provide short term parking in the business districts throughout the city. Parking meters provide a turnover of parking spaces enabling motorists to park on the street for a fee. The adequate managing of these spaces discourages all day parking.

The Department is responsible for the operation of the Green-Franklin-Pearl Municipal Garage located in Central Square. Construction of a new 570 space garage in East Cambridge scheduled for opening in early 1986 will also be the responsibility of the Department of Traffic and Parking.

The enforcement of the parking regulations continues to be an important aspect of the department activity. The overall parking management plan of the department would be ineffective, without active measures such as the ticketing of illegally parked vehicles. Smooth uninterrupted traffic flow is hampered by illegally parked vehicles. The Department's twenty-five Parking Control Officers enforce all thirty-two categories of parking violations. Complaints from residents concerning illegally parked vehicles in their neighborhood have increased in the past year. Concentrated enforcement activity has led to a decrease in the total number of illegally parked vehicles in neighborhoods.

The Residential Parking Program is currently installing a new computerized issuance system that will better serve residents who apply for their permit in person or by mail.

Currently the Green-Franklin-Pearl Municipal Garage is undergoing \$175,000 in major repair work including water proofing and structural repairs. These renovations and a complete upgrading of the physical security of the garage has improved this facility which was opened in late 1974.

Inspectional Services

The Inspectional Services Department was created in 1983 by a Home Rule Petition of the Cambridge City Council, which

was enacted into law by the Governor and State Legislature.

In effect, all code inspectors of the former Health and Building Departments have been placed under the supervision of the Commissioner of Inspectional Services. This department is responsible for enforcement of all relevant laws and City Ordinances which pertain to the Massachusetts State Building and Sanitary codes.

Centralization of code enforcement has resulted in better supervision of inspectors, reduction of duplication, simplification of procedures, and a record control system of code violations.

In addition the Inspectional Services Department is self-supporting with revenue being increased from \$248,000 for FY80 to \$2,438,282 in FY85.

Item A

Number of permits issued

Building	1845
Plumbing	1073
Gas	1001
Wire	1837
Elevator	94
Milk Licenses	530
Special Builders Licenses	576
Annual Builders Licenses	1228
Certificate of Occupancy	447
Elevator Tests	1117
Appeals Zoning Cases	98
Appeals Building Code	4

Item B

Revenue

Building Permits	\$1,953,252
Certificate of Inspection	125,404
Plumbing Permits	76,317
Wiring Permits	70,979
Elevator Permits & Testing	70,452
Zoning Appeal Filing Fees	37,002
Certificate of Occupancy	22,779
Gas Permits	19,607
Milk Licenses	14,013
Builders Licenses (Annual)	11,569
Massage Establishments	8,225
Private Bridge (Air Rights)	7,376
Builders Licenses (Specials)	6,095
Retail Food Certificates	4,500
Boarding & Razing	4,100
Food Processors & Manufacturers	1,506
Mobile Food Services	1,365
Photocopy Services	1,300
Package Stores	1,175
Retail Wholesale Bakeries	766
Building Code Appeals Fees	500

Total Revenue

\$2,438,282

Item C

Other Activities

Plan Reviews	225
Fire Department Referrals	96
Court Hearings	337
Special Reports	51
Places of Assembly Inspected	1800
Complaints Received	3970

License Commission

The License Commission, comprised of a chairperson, the Chief of Police and the Chief of the Fire Department, is charged with the responsibility of issuing and enforcing all food and drink, lodging, vehicle and certain miscellaneous licenses. The Commission meets on the second and fourth Tuesday of each month at 6:30 PM — this allows for greater community participation and involvement in the decision-making process of the Board. During the latter part of fiscal year 1985, the City Manager appointed a new chair of this Commission.

This Commission works very closely with several other City agencies — principally the Fire and Inspectional Services Departments — before a license is issued and in the enforcement of rules and regulations of said license. The License Commission is also one of the largest revenue producing departments in the City. Fiscal Year 1985 was no exception with close to \$1,000,000 being collected. Licenses to sell and serve alcoholic beverages continue to be the largest revenue category for this commission.

In the areas of enforcement, the Commission has been very active in investigating citizen complaints brought against license holders — primarily taxi cabs and liquor establishments. The Commission will continue to serve as a balancing agent between neighborhoods and license holders to ensure that regulations are complied with and neighborhood needs are met.

The Board will continue to hold disciplinary hearings, review complaints, and enforce all rules and regulations applicable to workings of the Board.

Weights and Measures

When an individual enters a supermarket, a pharmacy, or a service station and purchases a product or a good that has been weighed or measured, they assume that they are receiving exactly what they have paid for. This, however, is true only because of the Department of Weights and Measures.

With today's constantly escalating prices, consumer budgets are being stretched to their limits. The Department of Weights and Measures serves as a watchdog by testing the scales of retailers.

The department also protects consumers from physical harm by serving as a partner to both the doctor and pharmacist by demanding extreme accuracy of their measuring equipment before its approval and sealing.

The Weights and Measures Department continues, on a daily basis, the task of checking to make sure that the citizens of Cambridge are being protected from the potentiality of fraudulent measuring equipment at both the retail and wholesale levels.

Scales sealed	741
Scales adjusted	45
Scales condemned or not sealed	15
Weights sealed	
(apothecary, metric, troy and avoirdupois)	851
Gasoline meters sealed	337
Gasoline meters adjusted	9
Oil and grease meters sealed	3
Vehicle tank pumps sealed	30
Vehicle tank pumps adjusted	5
Taxi meters sealed	295
Package reweighing for correct and price indications	11,463
Re-test of gasoline meters after sealing	186
Other inspections	522

Electrical

One of the many responsibilities of the Electrical Department is the installation and maintenance of the city's street lighting. The latest models in use are energy-efficient, sodium lamps which not only reduce spiralling costs and conserve energy, but also increase the amount of light emitted.

The installation of these lights is being done in conjunction with an overall attempt by the Electrical Department to reduce or, at least, contain the cost of all exterior lighting in the City of Cambridge. This is being attempted without reducing or altering crucial services provided by the department.

The department is also responsible for an extensive fire alarm system which now consists of 63 miles of wire and 648 fire boxes. The Fire Alarm office was responsible for receiving and/or redirecting 10,800 calls for fire and medical services, and 300 business calls per day during the year.

The electrical division continued to support other departments in the installation and maintenance of electrical systems, and was involved in capital projects concerning buildings and recreational areas.



Royal Sonesta Hotel



Charles Square Hotel

CAMBRIDGE, MA

"A City on



Harvard Square



One Kendall Square



Alewife MBTA Station



Henderson Carriage House

MASSACHUSETTS

the Move



Mount Auburn Street Improvements



Main Library Tot Lot

Emergency Management

The Cambridge Emergency Management Department is the successor to the former Civil Defense Department. The name was changed to reflect major changes being made in the direction of the department's program. There is a major change in emphasis taking place in both the Massachusetts Civil Defense Agency and the Federal Emergency Management Agency. These agencies are moving away from preparation for the hazards of nuclear war and working instead on preparing governmental responses to natural and man-made disasters. Cambridge is home to a number of companies and institutions that present a wide variety of hazards. There are 49 entities in Cambridge licensed to possess and use radionuclides; these licenses include two Special Nuclear Material licenses and a nuclear reactor of five megawatt capacity. There are also 12 laboratories licensed to perform biogenetic work using Recombinant DNA and a laboratory involved with the large-scale culturing of AIDs virus.

These hazards, although small in scale, are uniquely diverse and present a real challenge. Intensive emergency management planning is needed to ensure that the citizens of Cambridge are protected against these hazards.

The Director of Emergency Management is working to update the city's emergency operating plans and make the plans responsive to these "high tech" hazards. This planning involves close cooperation between all City departments, especially the Police, Fire and Health Departments.

The Director is conducting a series of meetings with the heads of departments involved to improve the existing hazardous material contingency plan.

During the 1984-1985 fiscal year the volunteer membership of the Cambridge Auxiliary Fire Department increased from 6 members to 13 members.



Bricklayer at his craft on Leonard Avenue.

During FY 1985-1986 the Cambridge Emergency Management Department expects to complete an entirely rewritten Comprehensive Emergency Management Plan. It is also expected that an upgrading of the radio equipment in the Emergency Operating Center will take place.

The department also coordinates an annual mass casualty disaster drill in cooperation with the South Middlesex Hospital Association.



Reconstruction of Longfellow Park steps with Longfellow House in the background.

Public Works

Operations of the Public Works Department reflect the current trend in modern government: combining the skills of local government with that of the private sector to reflect an efficient "mix" of all operations. During 1985 the Department joined with other city agencies including Community Development, Housing Authority and Redevelopment Authority in a wide variety of projects involving sewers, water supply, streets, sidewalks, parks and playgrounds, buildings and hospitals. With emphasis on continued expansion of open space to reflect

the needs of a changing city, Public Works activities ranged from design of new facilities to maintenance following construction. The change of times is reflected throughout departmental operations including privatization of grounds maintenance, lease/purchase of equipment and computerization of records systems.

Calendar 1985 began with the largest street construction program in years. Combining funds from the City, State and Federal agencies has resulted in construction of Hampshire Street, and the beginning of a similar project on Mount Auburn Street, from the Parkway to the Watertown line. Three million dollars of street projects are underway in stages from design to physical completion. Streets scheduled include Huron Avenue, Rindge Avenue, Pearl and Harvard Streets. The Alewife Project, adjacent to Concord Avenue, was completed following a three-year construction period. Included were new streets, sidewalks and sewer systems resulting in a revitalized industrial development.

The City Engineer's Construction Report shows a total of \$431 million in 43 public infrastructure projects that are ongoing or nearing completion in Cambridge. Included are two bridges, two parking garages, three major utility installations, nine parks, ten subway and transit station locations, thirteen street and sidewalk contracts and monument and street work at the Cambridge Cemetery. The Engineering Office performs ongoing review and final acceptance of many of these projects.

Near completion is a utility study in developing areas which includes Simplex, Alewife and Massachusetts Avenue. Combining results of this and previous studies provides the planning tools necessary for orderly development. This insures the necessary services to meet changing neighborhood characteristics. Infrastructure improvement design dictated by demonstrated needs, which includes water and sewer systems and road reconstruction, are combined with private utility planning throughout the city.

City planning continues for 15 to 20 million dollars of cable television construction; 10 to 15 million dollars of private electrical utility expansion and 7 to 10 million dollars of sewer



Asphalt paving crew at work on Leonard Avenue.

improvements, primarily in Mid and North Cambridge neighborhoods.

During the past fiscal year, park/recreational improvements included reconstruction of Sennott Park, completion of four Neighborhood 4 parks, renovation of four baseball diamonds and the start of construction to the Lechmere Canal Park, the largest park project in the city's history. With new facilities being completed, maintenance is being performed by private contractors, and involve ten areas which include Harvard Square, Cambridge Common, Old Cemetery, Rindge & Latin High School and Riverside Press Park. These areas, including the Linear Park which will be finished during 1986, utilize the latest state of the art irrigation systems and lighting. Trees, shrubs and planting beds which require a high level of maintenance can be provided by the private sector, leaving Departmental personnel to concentrate on necessary park and street tree maintenance.

The City Architect's office continued a heavy workload on a variety of projects such as expansion of Neville Manor, installation of a new boiler plant at the City Hospital, renovation of Rindge Shelter, a new roof on the Public Works garage and renovation of the personnel offices at City Hall. Workload ranged in complexity from grounds maintenance, heating and cooling improvements and energy studies, to daily involvement with building maintenance personnel to insure continuity of effective services in all public buildings under Departmental responsibility.

The everyday, non-glamorous operations continued. From refuse collection, pot hole filling, tree trimming, cemetery burials and vehicle maintenance (compounded by aging equipment) to sidewalk and driveway repairs, and personnel struggles with an ever increasing workload due to the aging city physical plant. During 1985, an additional infusion of monies for additional street projects and temporary summer help enabled the Department to step up the levels of service throughout the City. With an apparent brighter financial future ahead, the Department looks forward to a more effective operation in the future.



Removing trolley car rails as part of Mt. Auburn Street reconstruction — rails originally laid in 1894.

Community Development

During Fiscal Year 1985, the Community Development Department was involved in numerous activities which addressed many of the economic development, housing, zoning, transportation, neighborhood planning and open space issues confronting the City. As in past years, the Department continued to promote a development strategy for the City that balanced economic growth with the protection of the City's diverse neighborhoods. The Department maintained its commitment to projects begun several years ago, such as the East Cambridge Riverfront Project and neighborhood stabilization programs, while expanding into new program areas including a revitalization strategy for Central Square and development of new homeownership opportunities.

Today the City's planning efforts are implemented by 45 staff members who administer in excess of \$56 million in Federal and State grants. In FY85, these funds included \$3.6 million from the Federal Community Development Block Grant Program. These dollars form the basis of the City's annual community development program funding many ongoing housing, public improvement and planning projects and serving as a mechanism to fund new program options. Whenever possible, the Department pursues other Federal and State grants to increase the City's ability to develop and implement quality planning and development projects.

Of all the Department's activities, that which is perhaps best known, because of its impact on the physical environment, is economic development. In FY85, the City's efforts in this area continued at a strong pace. In East Cambridge, ground was broken on several major projects including One Canal Park, Riverfront Office Park (Phase II), and One Memorial Drive. The Alewife area experienced the long awaited opening of the first Cambridgepark building by Spaulding and Slye. Most significant perhaps was the grand opening of the Charles Square complex in Harvard Square. It is anticipated that in FY86 there will be increasing interest in development along the Massachusetts Avenue corridor. As a result, the Department will focus many of its efforts there in the coming year, particularly in the Central Square and North Massachusetts Avenue areas.

As new office and retail construction continued to grow, the Department's Community Planning component increased its involvement with community groups concerned with the impact of development on the City's physical environment and on the quality of life of neighborhood residents. Through both formal association with the East and North Cambridge Stabilization Committees and less formal availability to other neighborhood groups, the Department provided technical assistance and guidance to Cambridge residents wishing to influence the shape and direction of public improvements as well as private development occurring throughout the City.

These cooperative efforts resulted in the completion of four new parks in Neighborhood Four, including the substan-



Parkview, a twelve-unit building located in Cambridgeport, is the first example of a limited equity co-op converted through the Community Development Department's Residential Cooperative Ownership Program.

tial rehabilitation of Sennott Park. The parks, already actively used, vastly increase the recreational opportunities for residents in this area. The Stabilization Committee, working through the Department, committed most of their financial resources to housing programs, expanding opportunities for homeownership and increasing the level of home improvement activity in their neighborhoods. Street and sidewalk rehabilitation, street tree installation and additional park renovation also continued to receive citizen attention and input.

In FY85, the Department was also very active in bringing commercial property owners and developers together with local citizen groups to discuss their mutual concerns. From Harvard and Central Squares to Neighborhood Four on the edge of Kendall Square, such dialogues have been very fruitful in developing a mutual understanding of the concerns and interests of the various parties. These dialogues have in many cases helped to fashion a course of action that is respectful of the neighborhood's concern for its environment and the property owner's legitimate interest in making the best use of his property.

Almost half of the City's annual Federal Community Development Block Grant supports neighborhood housing activities. These include home improvement, rehab assistance, weatherization, homeownership programs and infill housing development. In the past year, the Department's Multi-Family Rehab Program, working cooperatively with Cambridge Neighborhood Apartment Housing Services Inc., has stepped up production through loans from private and other public funding sources. The Resident Coop Ownership Program completed its first conversion of a 12 unit building to tenant cooperative ownership.

The Department also played a lead role in the development of new affordable housing units. The Lincoln School in North Cambridge is currently being converted to condominiums, five of which will be affordable to moderate-income families

through the assistance of the North Cambridge Stabilization Committee. Substantial rehabilitation of a vacant 17 unit apartment building in Neighborhood 4 will provide, with assistance from the Massachusetts Government Land Bank, affordable rental housing for eleven families. The Department was also instrumental in securing \$4.25 million in Federal Housing Development Grant funds for Church Corner Apartments, an 85 unit rental development now under construction in Central Square. These funds will eventually be repaid to the City.

The Department's residential energy office has launched a new state-funded Multi-Family Energy Loan Program, adding to the array of grant and loan weatherization programs available to tenants and landlords in Cambridge.

In addition to these activities, Department staff are always available to provide technical assistance, zoning information, census data and other planning information to the Cambridge community.

Historical Commission

The Cambridge Historical Commission was established in 1963, and incorporates all the powers and duties of historic district commission, as well as a number of other responsibilities more secondary in nature. Two historic districts, Old Cambridge and Fort Washington, presently are in effect, with the possibility that Old Cambridge may be enlarged to include Berkeley and Follen Streets.

Of the Commission's other responsibilities, the most important has been to survey Cambridge buildings for the purpose of determining those of historic significance architecturally or otherwise, and pertinent facts about them. The survey, completed in 1977, resulted in a 5-volume series published between 1965 and 1977. Currently underway is a revised edition of Volume 1, *East Cambridge*, which the Commission expects to publish next year.

The Commission's original mission was enlarged in 1981 when the demolition ordinance was added requiring the review of demolition permit applications for buildings over fifty years old. Following this ordinance was one setting procedures for establishing neighborhood conservation districts and protected landmarks in 1983. To date, two neighborhood conservation districts: Half Crown (1984) and most recently Mid Cambridge (1985) and three landmarks: the gates of Mount Auburn Cemetery and 1564 and 1626 Massachusetts Avenue have been established. Several other potential districts and landmarks are under study.

The Commission's commitment to an active publications program remains high with the release by the M.I.T. Press in November of *A Photographic History of Cambridge*, a book containing a collection of photographs to 1945. A publication party was held at the Cambridge Historical Society in December to commemorate the event.

The Commission also administers two other programs, the

Preservation Grants Program and the North Cambridge Paint program, which are available to low to medium income homeowners. The Preservation Grants program in its ninth year has helped over 150 people restore their homes, while the paint program in its fourth year has helped over 60 people paint their homes.

In addition, the Commission is deeply involved in preservation planning in Harvard Square. The Square is under intense development pressures. As an historic district would not be appropriate for the area, the Commission is encouraging preservation by promoting façade easement donations and the use of Investment Tax Credits (ITC'S) for rehabilitation of older buildings on the National Register of Historic Places.

Conservation Commission

In 1957 the state Conservation Commission Act was passed aimed at conservation of natural resources and which includes seven specific functions. The Cambridge Conservation Commission was formed in 1965, and since then a regulatory function was added.

In 1972 the state legislature passed the Wetlands Protection Act, Ch. 131, sec. 40, which gives to local conservation commissions regulatory authority over wetlands and certain other related resources. The Commission holds public hearings on proposed projects which may impact areas subject to the Act and issues Orders of Condition. The Commission also has an advisory role pursuant to the special flood-plain permit amendment to the zoning ordinance.

As an urban conservation commission, the Cambridge Conservation Commission has focused its efforts on preserving and promoting environmental quality in a largely man-made setting. Activities include long-term involvement with transportation, new development and open space projects at Alewife, coordination of the Community Garden Program, and support of the Committee on Public Planting.

Recommendations for improved management of Black's Nook are due in the spring of 1986. In 1984, the Commission received a state grant to conduct a diagnostic/feasibility study aimed at enhancement of this unique natural resource located within the city at Fresh Pond Reservation.

The Committee on Public Planting, established by a City Council Ordinance in 1979, reviews proposed public plantings, advises city departments, provides information on tree care and sponsors a street tree planting program supported by the Department of Public Works. Over 300 street trees have been ordered through the Committee and planted by the city since 1982. Protection and long-term maintenance for new and old trees is a continuing concern of the Committee. Recent activities have focused on the protection of trees jeopardized by special utility installations including cable TV and on the care of extensive plantings recently conducted throughout the city by the MBTA and other groups.

Nuclear Disarmament and Peace Education Commission

Since 1982, this pioneering group of Cambridge residents has worked to both educate and empower citizens to respond to the threat of nuclear war. As the nation's first local Peace Commission, it has gained international attention for its unique role in helping citizens to address the problems of peace and survival in the nuclear age.

The Commission works through Committees which are run by citizen volunteers. These Committees are: the Soviet Sister City Project, the Economic Conversion Committee, the Schools Committee, the Central America Committee, and the Peace Library. The Commission also serves as the East Coast office for Local Elected Officials for Social Responsibility, a national organization of mayors and city councillors interested in increasing the voice of local governments in foreign policy and budget issues.

During the last year, these Committees have established a peace collection in the Central Square Library; held a 3-week Peace Camp for an international group of volunteers; developed peace curriculum packets for school teachers; and helped Cambridge residents have direct contact and dialogue with people from the Soviet Union. In addition, the Commission has helped many other cities in establishing similar programs.

One major project during 1986 will be to send a Cambridge Goodwill Delegation, comprised of a diverse group of Cambridge citizens, to the Soviet Union in search of a Soviet Sister City.

Rent Control

Rent Control was adopted in Cambridge, as in many cities in the United States, in response to a severe shortage of rental housing. Because of this shortage and the lack of new construction of apartments for low and moderate income tenants, the city chose to regulate rent levels so that tenants would not be faced with the choice of either paying an even larger portion of their income for an apartment or else moving out of their community. Rent Control, which has been in effect in Cambridge since March 1970, is currently administered by a five (5) member Rent Control Board and a 30 member staff. The Board meets every week to consider and adopt rules and regulations governing rent control and to decide individual cases. In FY 1985, the Board was victorious in each piece of litigation which reached the Massachusetts appellate courts and Board-initiated enforcement efforts were stepped up.

In the past year, the Rent Control Board has successfully implemented a city-wide General Adjustment of rents without

developing any new backlog of cases. Staff turnover has been stable and internal administrative procedures have led to greater overall efficiency. Also, steps have been taken which will make future General Adjustments much easier to implement. For instance, the Board in conjunction with the City's Assessing office has arranged for an easy transfer of property information when needed. The Board's computer is used increasingly to perform tasks previously done manually by the staff, increasing efficiency and productivity. The computer will soon be programmed, for example, to rescind capital improvements on an annual basis as their useful lives expire.

The Board continues to provide assistance by phone or in person each afternoon and in person on Wednesday evenings. During the last year, other steps have been taken to maximize the public's knowledge and understanding of the Board's procedures, regulations and data. For instance, the computer has been programmed to provide more information on each controlled rental unit. A new landlord/tenant handbook has been published which makes the Board's rules and regulations easier to understand. A two-part training session was held for owners of small rent control properties, and more training programs are planned for the future. Plans for a move to more spacious and efficient offices will culminate in October, 1985.

Cable TV

During the past year, the Office of Cable Television continued an intensive process designed to provide the City with the best possible cable communications facility.

Proposal Review

The Office reviewed three final applications for the license to wire the City of Cambridge for Cable TV. The final applicants were American Cablesystems of Cambridge, Cambridge Cablevision Corporation, and Cambridge Consumer-Owned Telecommunications, Inc. A fourth company, Cablevision did not enter a final application. The Cable Office then entered a period of intense examination and analysis of each application.

Clarification Meeting and Public Hearing

In order to facilitate this process, the Office conducted a lengthy Clarification Meeting which allowed for presentations by the applicants and questions posed to each from the City Manager, the Cable Office, the City's Consultants, and members of the City Manager's Cable Advisory Committee. This committee is a citizen group which has spent several years assisting the City in preparation for this process and in developing the City's system specifications.

A similar format was used in a subsequent Public Hearing during which the City Council and members of the public questioned the applicants on the specifics of their proposals. Both hearings were recorded, transcribed and entered into the public record.

Preliminary and Final Reports

This information, plus written responses to previous questions and the documents comprising the initial and amended applications, provided the Cable Office and its consultants with thousands of pages of material for careful and close analysis based on a detailed and explicit set of criteria set forth in the City's Issuing Authority Report (July 5, 1984). A Preliminary Report was produced and on February 26, 1985, a Final Report was prepared.

City Manager's Decision

On March 22, 1985 the City Manager, in accordance with state regulations, issued a Statement of Reasons and selected American Cablesystems to develop a Cable Television system for Cambridge. American Cablesystems operates cable systems in New England, Florida, New York, and Illinois and is one of the larger Massachusetts based multi-system operators and ranks 26th of the country's top 100 cable companies.

Provisional License Negotiations

In June of 1985, the City initiated negotiations with American for a Provisional License. Major areas of discussion included provisions for very detailed specifications on Local Employment, Invasion of Privacy Protection, Consumer Rights and Complaint and Repair Procedures, Local Procurement Plans, Service Offerings, Finances, and Construction Practices and Standards. Under state Law, prior to construction of the system, a Provisional and then a Final License must be signed.

Water Department

The Cambridge Water Department (C.W.D.) is a municipally-owned and operated water utility serving approximately 100,000 permanent customers and an estimated additional 25,000 students during the academic year. The Water Department operates as an agency of the city government under the general direction of a five-member Board of Water Commissioners appointed by the City Manager. The operating budget and capital improvement projects are financed by the sale of water, in accordance with a uniform flat rate structure established annually by the nine-member, elected City Council. The water rate for fiscal year 1986 has been set at \$0.66 per hundred cubic feet (or \$882 per million gallons). This means that for one dollar, the Department will deliver to its customers 1,100 gallons of high quality treated water. The 1,100 gallons is equivalent to twenty 55-gallon drums.

The principal assets of the C.W.D. include three surface water reservoirs (Hobbs Brook, Stony Brook and Fresh Pond); a 24 million gallon per day (m.g.d.) water treatment plant at Fresh Pond; a 43 million gallon elevated distribution/storage reservoir at Payson Park in Belmont; and approximately 175 miles of distribution and transmission mains throughout the City, ranging in size from 4-inch to 42-inch pipes.

In 1984, the average daily consumption increased to 17.42 million gallons per day (m.g.d.) which was up 260,000 gallons per day from the 1983 average of 17.16 m.g.d. Using the 1980 Federal census figure of 95,322, the per capita consumption rate in Cambridge in 1984 was 183 gallons per day.

Special projects commenced in fiscal year 1985 included: a) Mechanical and electrical improvements at the Water Treatment Plant, consisting of the complete rehabilitation and modernization of the flocculation system process equipment to improve filtration efficiencies (\$400,000); b) Installation of 1,300 linear feet of 12-inch water main and fire hydrants in Tremont Street to improve fire protection capabilities in this densely populated area; and c) Masonry improvements, roof reconstruction and weatherization of the 90-year-old Gatehouse building at Payson Park Reservoir (\$110,000).

During the past year, in an effort to address the long-term capital needs of the water system, the C.W.D. and the Water Board prepared a "Five-Year Operational & Capital Improvement Program with Revenue Financing Plan." This planning document will enable the C.W.D. to initiate capital improvement and replacement projects on a priority basis as city funding and/or state grants become available. Another significant accomplishment of the C.W.D. in fiscal year 1985 was the replacement of the existing fluoride dry feed equipment with a new liquid feed pumping system. This conversion has enabled the Water Department to discontinue the use of granular sodium silico-fluoride as the fluoridation chemical and replace it with sodium-free hydrofluosilicic acid. The project was financed with a State Grant from the Massachusetts Department of Public Health.

The quality of water provided by the Cambridge Water Department is regulated by the Commonwealth of Massachusetts "Drinking Water Regulation" (310 C.M.R. 22.00), which requires sampling and testing of water provided to the public for physical, inorganic, organic, biological and radiological contaminants. The testing frequencies and maximum concentration levels of the contaminants monitored vary according to guidelines established by the State Department of Environmental Quality Engineering (D.E.Q.E.) A comparative synopsis of the D.E.Q.E. sampling and testing requirements, along with a summary of qualitative analyses of Cambridge tap water is available at the Water Department Business Office, 250 Fresh Pond Parkway.

In addition to the requirements of D.E.Q.E., the Water Department recently contracted with an environmental testing consultant to conduct a "priority pollutant scan" of the three supply water reservoirs and one finished water reservoir. This program will consist of collecting samples of each reservoir and testing for the one-hundred and twenty-nine (129) priority water pollutants as defined by the Environmental Protection Agency (E.P.A.). When completed, the study will serve as a water quality data base to be used in evaluating changes in water quality. This information will be useful in evaluating the effects of any contamination incidents and/or chemical spills associated with the water system.

One other development affecting the Water Department

this past year occurred when the Metropolitan District Commission (M.D.C.) Water and Sewer Divisions were discontinued as State agencies and transferred into the Massachusetts Water Resource Authority (M.W.R.A.) which was created by the State Legislature to operate, manage and finance the regional water and sewerage systems of the M.D.C. Cambridge will continue to use its three existing connections to the M.W.R.A. for emergency purposes only.

Library

The highlight of the year for the Cambridge Public Library was the completion of a three-year plan to refurbish the Branch Libraries; to update their book collections, and to create a new awareness of the branches in their respective neighborhoods. During 1984-1985, the interior of the Mount Auburn Branch Library on Aberdeen Avenue was renovated. Formerly the Gale Lumber Company, this bungalow style building consisted of several small non-functional rooms. With the help of the Department of Public Works, the rooms were transformed into two attractive adult reading areas and the children's room was opened up for story hours and film showings.

The remodeling of the Mount Auburn Branch completed the goal of the Library Director to upgrade the Branch Libraries and make them relevant to the communities they serve. The book budgets for all the branches were substantially increased allowing the book collections to meet more adequately the needs of branch patrons. Scarred by the threats of closure during the period of Proposition 2½ the branches have risen from the ashes and taken on a new "here-to-stay" look.

The Field Branch Library was busily involved in the formation of the new Cambridge Street Business Association and was the recipient of a generous trust fund. The Heritage Center Library of the East Cambridge Branch readied for publication "A Social History of Cambridge." Central Square Branch celebrated its Nine-Going-On-Ten Birthday with a series of community related programs—Spanish Language

Films, Inner Belt Remembered, Spring Art Show, Third World Poetry Reading, Two First Novelists and The Little Orchestra of Cambridge. Observatory Hill Branch instituted a Writing Club for Children and North Cambridge Branch under new direction set the tone for a new era with programs ranging from health care to antique appraisals.

The Sounds of Jazz, under the auspices of the Audio Visual Department, continued to be popular with concerts presented to over one thousand people. Other events included Puppet Shows, Financial Planning, L. B. Mayer Film Carnival, Income Tax Assistance, Showing Off, Dowse Travelogues and a Musical Tribute to Martin Luther King, Jr. by Semenya McCord.

The end of the year was taken up with preparation for the installation of a Book Theft Detection System and the restoration of windows at the Main Library, both projects to be financed by the City's Capital Investment Program. Whether it was processing the latest bestseller, subscribing to computer magazines, purchasing video cassettes, programming professional puppeteers and storytellers, the Cambridge Public Library this past year kept in step with a changing world, brought the Branch Libraries into the mainstream and, hopefully, made a difference in the lives of Cambridge residents.

Library Statistics 1984-1985

Books and Materials in Library	442,837
Books and Materials Circulated	605,649
Registered Borrowers	51,377
Books Circulated to Seniors	11,097
Questions Answered	213,319
Museum of Science Pass Users	205
Programs and Audiences	
Main Library and Branches	5,159 140,431
Central Square Branch Library	857 22,305
Senior Services	58 1,623



Mount Auburn Branch Librarian, Sona Jelalian, is pictured in her Branch which underwent renovation, the last facility to be refurbished in the Library's three-year plan for branch libraries.

Department of Health and Hospitals

The Department of Health and Hospitals works closely with the Cambridge Health Policy Board, an advisory board of community members, in the establishment of appropriate policies and procedures for maintaining public health for the City of Cambridge. The Commissioner of Health and Hospitals provides overall leadership, with agreement in policy from the Health Policy Board, for the major divisions of activity of the Department of Health and Hospitals. The Health Department provides Public Health Nursing and Lead Paint Inspec-

tion. Public health research and issues regarding protection from environmental hazards are conducted through the Commissioner's Office. Acute care and ambulatory care services are provided for the City of Cambridge through The Cambridge Hospital and its Health Centers. The Neville Manor Nursing Home provides long term care for the elderly.

The Commissioner's Office has focused on several of the ever-increasing areas of public health issues, during FY85. First, the new State "Right-to-Know" law required the development of an extensive inventory of hazardous or toxic materials used or stored by the City of Cambridge as an employer. In addition, the Commissioner's Office developed policies and procedures for responding to public petitions for information on materials alleged to be used or stored by employers within the city. Second, in response to public concerns about hazardous materials in the city, the proposed ordinance to regulate storage, use and transportation of these materials within the city, written under the auspices of the Health and Fire Departments, was reviewed with modifications by several groups.

The Commissioner worked as the City Manager's designee with the Scientific Advisory Committee (SAC) when it considered the matter of the use of nerve agents at the Arthur D. Little Levins Laboratory. The SAC was reconvened in the Spring of 1985 for the purpose of reviewing their recommendations in regard to toxic materials for legislative form.

The third area of concentration has been the work involved in support of the Cambridge Biohazards Committee (CBC). This committee is responsible for the inspection and licensing of all facilities in Cambridge involved in research in recombinant DNA (rDNA). Thus far, the CBC has issued fourteen permits. As the technology associated with rDNA research has progressed, the CBC has had to stay abreast of the literature, state-of-the-art technology and associated biosafety practices, in order to assure that the extensive rDNA research in Cambridge is conducted in strict compliance with public health requirements.

Health Department

Other areas in which the Department of Health and Hospitals has been active have been the Lead Paint Inspection and Public Health Nursing Programs. The Lead Paint Inspection Program, responsible for eliminating the hazards to children of lead paint poisoning, inspected 84 homes and day care centers. The Public Health Nurse Program provided 710 flu immunization, managed 2,908 patient visits in the Tuberculosis Clinic, and 1,623 patient visits for blood pressure clinics over the course of FY85.

The Cambridge Hospital

The Cambridge Hospital has seen a year of much research and planning, and many accomplishments, as a health care organization. The Hospital, like all other hospitals in the nation, has found itself operating in a health care environment fraught with competition, increased regulation, new technology and changing reimbursement. Rather than seeing the dynamic environment as a threat, the Hospital's management team has focused upon the opportunities which the new environment has presented for continuing to provide cost-effective, quality care to the citizens of Cambridge.

In order to operate successfully, amidst an environment of increasing competition for the health care dollar in Cambridge as well as dramatic changes in the community, the Hospital had to define its position in the community. This was accomplished by first assessing the immediate service area for the types of health care services needed, based upon age, income, sex and ethnic variations. A review was then conducted of current programs and services being offered and the manner in which those services were being delivered. The study revealed that The Cambridge Hospital serves a wide variety of patients — young, old, employed, unemployed, singles, families, non-English speaking — with basic health care. The quality of care, as one of the five hospitals affiliated with Harvard Medical Schools, is second to none. The research also revealed,

however, that patients are more demanding as direct consumers of health care services; more personal income is being spent on health care than ever before. Patients look for attractive surroundings, good food, pleasant staff and better information about the services which they will be receiving.

A plan for change at the Hospital was thus instituted, beginning with an image campaign. The campaign's purpose was to communicate to the community the identity of The Cambridge Hospital. The Hospital is their Hospital, dedicated to serving all individuals in the community or the "family of man." The City Council approved a new logo for the hospital which symbolizes the Hospital's commitment to family health — delivered conveniently, with care and quality.

Convenient care means efficiently managed and planned delivery of care. The long-awaited proposal to reorganize the Hospital's ten Neighborhood Health Centers was endorsed by the Health Policy Board and the community, and was approved by the City Council in May. The plan calls for the consolidation of the ten Neighborhood Health Centers into a system of five Health Centers serving the same sections of Cambridge as before. The Health Centers will each offer both adult and pediatric primary care, and will be renovated so as to provide a clear establishment to the Hospital, as well as to provide more attractive surroundings. The reorganization of the Health Centers is intended to establish a health system for Cambridge whereby health care is delivered conveniently in the community. The Health centers are part of a network with the Hospital, where patients can be referred for specialty services, emergency and inpatient care. The Cambridge Health Systems thus reinforces

the clinical concept of providing continuous care for the patient.

The quality of care of The Cambridge Hospital has seen significant enhancements this year. The Eye Service began offering Laser Eye Surgery, the first program of its kind in Cambridge. Pediatric surgery has resumed service at The Cambridge Hospital. A Vascular Lab, installed in March, provides a valuable tool for noninvasive diagnosis of circulatory and coronary disorders. A contract for a Mammography Unit, for the detection of breast cancer, was signed in June and is planned for installation in the Fall of 1985.

Increased resources and training have been devoted to patient relations and patient information. An awareness of the importance of professional, skillful patient relations was reinforced throughout the organization. A new Patient Relations Coordinator responds directly to patients and visitors who have complaints or concerns. A Portuguese Patient Representative provides the same function for Portuguese-speaking patients. Through the institution of a Planning and Marketing Department at The Hospital, patient information, including brochures explaining the services at The Hospital, will soon be available in several languages.

Major construction projects, including the renovation of the Lee B. Macht Center and the new Power Plant began last November. Both structures will be complete by November 1985. Monthly community meetings were held, in order to address concerns of the residents who live near the construction sites. The need for parking space continues to be the catalyst for establishing discrete plans for a parking garage. The proposed site for the garage is the corner of Line and Cambridge Streets. An open community meeting concerning the proposal was held in June, favoring the garage with design modifications and assurances concerning traffic flow.

Fiscally, the Hospital continues to control operational expenditures. Budgeted revenues for the fiscal year were successfully achieved. Organizationally, the former Division of Fiscal and General Services, was reorganized into the Division of Fiscal Services and the Division of General Services, each with an Associate Administrator. This change was enacted in light of the increasing responsibilities in both the fiscal functions and the building maintenance and renovations. In order to implement a new enterprise accounting system and to accommodate the data requirements under the Medicare Prospective Reimbursement system, funds for a computerized Hospital Information System were secured. A major contract was signed for the purchase of such a system, to be implemented in phases throughout FY 1986 and 1987.

The year ahead will see the fruits of much of the research and planning efforts which have taken place over the past two years at the Hospital. Despite a dynamic environment, The Cambridge Hospital and its Health Centers will continue to make strides towards remaining a model, urban, community-oriented health system.

Admissions	5,674
Patient Days	
Medical	14,389
Surgical	11,698
Pediatric	1,707
Psychiatric	7,511
Obstetric	2,395
Gynecological	1,085
Alcoholism	3,197
ICU	2,053
Newborn	2,058
TOTAL	46,093

Average Length of Stay	8.1 days
Emergency Room Visits	23,567
Outpatient Specialty Clinic Visits	27,433
Primary Care Center Visits	17,864
Adult Health Center Visits	17,998
Pediatric Health Center Visits	10,971
Day Surgery Cases	1,311
Surgical Procedures	1,503
Deliveries	492
Volunteer Hours	27,354



Dr. Bridget Hanson, Medical Director of Pediatric Health Center Services, examines two curious Cantabrigians.



Dr. Kweku Gharthey, Chief of Ophthalmology, at the Cambridge Hospital, demonstrates the use of the area's first laser eye surgery unit.

Neville Manor

Since 1899, when it was first established as the "City Home," Neville Manor, the Nursing Home component of the Department of Health and Hospitals, has provided skilled, long-term care and a home for the elderly residents of Cambridge. The focus of the care and support provided by Neville Manor staff has been upon providing a high quality of life for the home's residents. Patients are treated with dignity and are afforded a home-like environment. Family-oriented treatment and care planning ensures active participation the Home residents with their families.

During FY85, Neville Manor renovated the older sections of the facility, and constructed a brand new 25-bed addition to the third floor of the West Wing. The new addition proved quite a necessity this year in light of the 111 admissions, and only 89 discharges, recorded for FY85. Of the 111 admissions, 109 residents are insured through the Medicaid program. The ability to serve the lower income elderly at the Neville Manor is thus significantly increased. The aforementioned wing was named the "Elsa Stern Suite," as it was dedicated to elderly advocate Ms. Elsa Stern.

The quality of care at the Neville Manor continues to soar. In late 1984, the Department of Public Health compliance audit awarded a perfect score. The Certified Nursing Assistant staff was increased by 44%, thereby enhancing the ratio of caregivers to Home residents. The team approach to care was further emphasized among the staff at Neville Manor, resulting in enhanced morale and commitment to care.

The Social Service staff has nearly reached its goal of attaining full licensure for all staff. The Social Service staff provides a vital link between patients and their families, as well as securing additional health care options as needed.

The Physical Therapy and Occupational Therapy staffs work closely to improve self-care and to maintain physical ac-

tivity. Orthopedic evaluations and fittings were added to the Physical Therapy Department. Occupational Therapy services to the residents increased by 50%. A major accomplishment of this department was formalizing and encouraging participation in a self-feeding group.

In short, Neville Manor has taken a number of major steps this year in promoting its identity, that of a true home, first and foremost, where residents are contributing members of a family.

Department of Human Service Programs

The Department of Human services was formed with the goal of "creating and coordinating services which enhance the quality of life for Cambridge citizens." Since 1980 the Department has developed a wide range of services. All activities are administered centrally and carried out through one of the five divisions of DHSP: the Council on Aging, Community and Youth Services, Recreation, Community Learning Center, and the Planning and Development Division.

The **Council on Aging** is a resource for Cambridge elders and their families. More than 3,000 requests for information and assistance were received last year.

Through a combination of staff and volunteers, elders received assistance at home. Outreach staff helped elders with applications and benefits, and made 1,236 visits to link seniors with available services. Volunteers provided 4,000 hours of telephone reassurance and friendly visiting.

Supervision was provided by a licensed social worker. The Social Service Coordinator also provided crisis intervention counselling, and support for families caring for elders at home.



East Cambridge walking club sponsored by the Council on Aging.

Elder Housing Assistance saw over 450 clients last year, providing them with housing counselling and placement. The Home Match program helped to arrange living situations in which people share rent or household responsibilities. Chore Corps matched seniors who need help around the house with teenagers willing to work. Prime Time Employment placed seniors in full or part-time jobs and gave career counselling to older job-seekers.

Holiday parties and bus trips were popular programs of the Council on Aging. New senior recreation programs included a city-wide walking club and the Chorus of Elders.

Planning and fund-raising was conducted for a new senior center at 2050 Massachusetts Avenue, which will open in late Fall 1985.

Community and Youth Services operates the Community Schools program. The range of activities includes adult enrichment classes, family and holiday events and trips, senior citizen clubs, and after-school activities for children. These programs served 1,820 children, 2,500 adults and 1,500 senior

citizens last year. Course offerings included crafts, foreign languages and English, cooking, computers, and sports.

In FY85, the Community and Youth division offered a new summer day camp for Cambridge children. Super Camp drew children from across Cambridge, and included an extended day option for working parents. Several small camps were also offered at neighborhood locations.

The teen centers and the activities they sponsor are managed by the Community and Youth Division. Over 900 teens attended teen centers and 5,100 participated in sports, trips, career exploration and other workshops. A Youth Council was formed last year to pull teens together from across the city. Council members were involved in planning activities and building teen leadership.

The **Recreation Division** provides sports and leisure programs for Cambridge residents, and manages several recreational facilities.

Over 2,600 adults played in basketball and softball leagues. Youth intramurals were held for 470 children, with the help of



Computer classes were one feature of Super Camp.



Longfellow Community School sponsored a mural project with a grant from the Cambridge Arts Council.



Baseball clinic, sponsored by the Recreation Division, during the summer playground program.

Harvard volunteers. Summer playground activities were sponsored at 28 parks and fields.

Outside of school hours, the Recreation Division manages the high school athletic complex for community use. The War Memorial facility houses a pool, gym, weight room and tennis courts. Recreation classes were offered at the War Memorial facility and at neighborhood locations through the Community Schools. Classes included exercise, tennis, gymnastics and dance, and 1,400 children and adults participated last year. Classes, lap and family swims are available on a year-round basis at the War Memorial pool. During the summer months, the Division operates the Gold Star pool which was used by over 800 people each week last summer.

Recreation programs were offered for children with special needs. Sixty developmentally delayed children participated in Saturday, afterschool, sports and summer day camp programs.

The Recreation Division operates the municipal golf course at Fresh Pond. The nine-hole course had 280 members, and 17,000 single-day users last season.

The **Community Learning Center** provided adult education to over 1,450 students last year. Adults came to the Learning Center to study English, get a high school equivalency degree, and to learn basic reading, writing and math. Center staff also provided education and career counselling. Day and evening classes were held at the Learning Center in Central Square, and at neighborhood locations through the Community Schools.

The **Planning and Development Division** works on emerging human service needs in the City. New programs or collaborations are planned within the Department and with private human service groups in Cambridge. This division is responsible for managing the Department's grant funds, and in turn makes grants to agencies through the Community Development Block Grant (CDBG) Program. Last year's Human Service CDBG projects included support for linguistic minorities, residents of public housing, child care resources for parents and providers, elderly and handicapped transportation, and emergency services for families and children.

The Department of Human Services is one of the largest childcare providers in Cambridge. The childcare management staff supervises twelve neighborhood programs — eight afterschool and four pre-school programs. These childcare programs combine fun and learning, and served 320 children last year.

Counselling services were available for teens and their families in individual and group sessions. An Emergency Services Coordinator offered help to homeless people and worked with the network of agencies who serve them.

The Planning and Development Division is also the manager for programs which are largely grant-funded. The largest of these is the Low Income Fuel Assistance Program. Last year 2,500 families received help with their winter fuel bills. The Consumer Commission provided information and a complaint investigation service which helped 3,000 Cambridge residents last

year. Also a part of this division is the Civic Unity Committee, a group which promotes ethnic, religious and racial harmony.

Cambridge residents can learn more about the Department of Human Service Programs through its publications. These include: a *quarterly catalogue* listing classes and activities; *Newslines*, a monthly senior citizen newsletter; the *Youth Council Newsletter*; *Planning Your Child's After-School Time*, a handbook for parents; the *Summer Program Guide*, a listing of camps and other summer activities in Cambridge; the *Lodging House Management Assistance Manual*; and *Consumer Tips* available through the Consumer Commission. Several programs have brochures or flyers available on request.

Veterans' Services

When President Lincoln issued his call for 75,000 volunteers after the fall of Fort Sumter in 1861, on the very next morning Captain James P. Richardson and 95 members of his company assembled and marched to the State House. This was the first company of volunteers to report for duty in the Civil War. The dependents of these men and others later to join the fighting were paid War Allowances by the State as were disabled veterans after the war. When Federal pensions were granted, the amounts were so small that the state had to supplement them and the entire program was administered by the city government. Because of an increased workload, the first Veterans' Agent was appointed in 1887. At the outbreak of World War I, a separate Department of Soldiers Aid was established, to be consolidated in 1944 with the creation of the first Veterans' Service office where "World War II veterans can obtain under one roof all the services necessary upon transfer from military to civilian life."

Today, the Department of Veterans' Services operates under Massachusetts General Laws chapter 115. The Director of Veterans' Services is in charge of the Department, which furnishes information, advice and assistance to veterans and their dependents to enable them to procure employment, education, hospitalization, medical care, compensation, pension, and other benefits.

The Veterans' Agent disburses city funds to provide food, shelter, and medical care to needy and eligible veterans and their dependents. Claimants must be actual residents of Cambridge before they or their dependents may apply for these benefits. Funds so expended by the city are reimbursable at the rate of 75 percent by the Commonwealth of Massachusetts.

The Department of Veterans' Services coordinates with the Cambridge Veterans Organization in public celebrations, as well as in decorating graves, streets, and public squares named in honor of deceased veterans.

Commission on the Status of Women

The Cambridge Commission on the Status of Women was founded by Cambridge women and commissioned by the City Council in 1977 to serve as a voice for women within the city government and to advocate for women's issues throughout the city. The Commission's Ordinance charges it with responsibility to "act as a centralizing force in the City of Cambridge and the community to deal with all women's issues. . . (and) to take such action as the Commission considers appropriate to insure the equal status of women of every race, creed, color, national origin, age and sexual preference."

During the year 1984-85, the Women's Commission has made economic justice and women's safety its priority issues, and has been continuing to monitor the development of the city's cable tv system with an emphasis on the full participation of women.

The Women's Commission is a founding member of the statewide Women's Campaign for Social Justice which is working to raise the welfare grant (Aid to Families with Dependent Children and General Relief) in Massachusetts to the federal poverty level. Currently, the Massachusetts welfare grant is 40% below the federal poverty line, and at least 15,000 Cambridge residents depend on this grant for food and shelter. In addition, the Women's Campaign is looking at the wage scale in each city where it is active, and monitoring job training and placement programs to determine if families can survive on the wages and benefits provided by local employers. In Cambridge, the Women's Commission sponsored a Public Hearing on poverty and inadequate income in November, 1985 to draw public attention to these issues. City Council members and State Legislators were the hearing officers.

In other areas of economic justice, the Women's Commission co-sponsored a workshop on employment and training opportunities in conjunction with the Fletcher Community School. The forum featured speakers from Employment Resources, Inc., the Polaroid Corporation, and the Take A Long Look Program of the University of Massachusetts at Boston. Also, the City Council has asked the Women's Commission to work with the City's Affirmative Action Officer and Personnel Director to determine the status of pay equity among city workers and to determine the feasibility of developing a Comparable Worth plan for city employees to insure that women and men receive comparable salaries for comparable work.

In response to a series of rapes and attempted rapes at the Fresh Pond Reservoir in December 1984 and January 1985, the Women's Commission initiated a series of meetings with women who use the reservoir, City Councillors, and representatives of the Cambridge Police Department. Following these meetings, the Commission founded the Fresh Pond Safety Net-

work and conducted self-defense and safety awareness workshops for women. Working with the Public Safety Subcommittee of the City Council, the Police and Water Departments, resulted in increased police patrols, the installation of safety devices, two bulletin boards and an emergency doorbell to the Water Department at Fresh Pond.

The Women's Commission continues to work with the Cambridge Public Schools to develop and promote the consciousness of women's rights and an awareness of the problem of violence against women among the young people in the school system. It has worked with the Teacher Advising Program at the high school by providing regular classroom slide shows and discussions. In May, 1985 the Commission co-sponsored a rape awareness week at Cambridge Rindge and Latin School.

The Women's Commission founded the Cambridge Women's Cable TV Network which continues as an independent community organization with a three-year history. The network met with all bidders for the Cambridge Cable TV system, evaluated each bid, and provided the City Cable TV Office and the City Council with written and oral testimony analyzing the needs of women as reflected in each bid. The Women's Commission has continued to consult with the successful bidder, American Cablesystems of Cambridge, on the employment of women and the establishment of women's programming priorities.

The Schools

The Cambridge School Department, under the direction of Superintendent of Schools Dr. Robert S. Peterkin, consists of 13 elementary schools (grades K-8) and one comprehensive high school, Cambridge Rindge and Latin School, (9-12).

Its close to 8000 students are served by 709 teachers and 81 administrators assisted by 394 support personnel. They are supported by a \$46.6 million budget of which \$17.4 million is funded through federal and state reimbursements and direct aid.

The Central Office staff consists of a Superintendent of Schools, three Assistant Superintendents, Directors of the Bureau of Pupil Services, Elementary Education, Bilingual Education, Personnel Services, Desegregation, and Public Information, and an administrative assistant to the Superintendent.

Cambridge provides a wide range of services to its students. In addition to its traditional programs, alternative programs are offered at the elementary and secondary level. Bilingual education services are offered to children from six nations and English-as-a-Second Language Programs are provided to students whose native tongues represent 36 cultures. The Bureau of Pupil Services operates programs for close to 2,000 children with varying degrees of special needs.

Among the innovative elementary programs for which Cambridge is nationally noted are the School Of The Future,

a computer magnet school; the Graham and Parks Alternative Elementary School, one of the first elementary alternative programs in the nation; the Intensive Studies Program, courses and services for academically talented pupils; and the Literacy Center, a program for the development of primary grade learning techniques.

At the high school, a mix of students from 68 nations are included in a population of 2600 students, instructed and supervised by a faculty of 219 teachers and administrators. Programs include four administrative houses: The Pilot School, a continuing alternative education program initiated in 1969 with Harvard University; the Fundamental School, with a back to basics emphasis; the Occupational Career Education Program; and several projects to meet the needs of academically talented and special needs students including work study, career resource, a teenage parenting and child care program, and most recently the introduction of Peace Education courses.

Cambridge voluntarily desegregated its schools through a community planned policy that won honors from the Massachusetts State Department of Education. The policy has become a model for communities nationwide. Minority students in the Cambridge Schools now represent 46.3 percent of the school population.

Cambridge has a tradition of strong community support for its schools, support that has led to the development of one of the leading public school systems in the nation.

Department Heads

Affirmative Action:

William A. Gomes

Animal Commission:

Ginger Gay

Arts Council:

Christine Connaire

Assessors:

Kevin T. McDevitt

Faith McDonald

Robert P. Reardon

Auditing:

Arthur F. Libitz

Budget:

Louis DePasquale

Cable TV:

Joseph G. Sakey

City Clerk:

Paul E. Healy

Community Development:

Kathy A. Spiegelman

Election Commission:

Edward Samp

Sondra Scheir

Artis B. Spears

Peter Sturges

Electrical:

George Fernandes

Emergency Management:

David B. O'Connor

Executive:

Robert W. Healy

Richard C. Rossi

Fire:

Thomas V. Scott

Fiscal Affairs:

James P. Maloney, Jr.

Health and Hospitals:

Melvin H. Chalfen, M.D.

Michael J. Greene

Historical Commission:

Charles Sullivan

Human Services:

Jill Herold

Inspectional Services:

Joseph J. Cellucci

Law:

Russell B. Higley

Library:

Marguerite F. Lechiaro

License:

James Thaddeus McDavitt

Neville Manor:

Gerald L. MacDonald

Personnel:

Michael P. Gardner

Police:

Anthony G. Paolillo

Public Works:

Everett Kennedy

Purchasing:

Barbara L. Duffy

Rent Control:

Roger Mervis

School:

Robert S. Peterkin, Ph.D.

Sealer—Weights and Measures:

Robert K. Laffin

Traffic and Parking:

George Teso

Veterans Benefits/Services:

Paul J. Ryan

Water:

John J. Cusack, Jr.

Women's Commission:

Nancy M. Ryan

Department	Tel. No.	Department	Tel. No.
Affirmative Action	498-9024	Inspectional Services	498-9013
Animal Commission	498-9041	Law	498-9020
Arts Council	498-9033	Library	498-9080
Assessors	498-9007	License Commission	498-9021
Auditing	498-9008	Mayor	498-9090
Budget	498-9009	Neville Manor	492-6310
Cable TV.	498-9000	Parking Violations	498-9036
Cemetery	498-9053	Peace Commission	498-9000
City Clerk	498-9017	Personnel	498-9024
City Council	498-9094	Police	498-9300
Community Development	498-9034	Printing	498-9026
Conservation Commission	498-9048	Public Works	498-9051
Consumer Commission	498-9023	Purchasing	498-9027
Council on Aging	498-9039	Recreation	498-9028
Data Processing	498-9012	Rent Control	498-9077
Elections	498-9087	Revenue	498-9030
Electrical	876-0125	Schools	498-9200
Emergency Management	498-1590	Traffic and Parking	498-9042
Executive	498-9011	Treasury	498-9032
Fire	876-0125	Veterans Services	498-9044
Handicapped Commission	498-9000	Water Department	498-9070
Health and Hospital	498-1000	Weights and Measures	498-9031
Historical Commission	498-9040	Women's Commission	498-9014
Human Services	498-9076		

**Annual
Report
Credits**

Layout and Mechanicals
Paper
Cover
Printing
Composing
Cover Design
Inside Photos

Minerva Graphics
70 pound
60 pound
Minerva Graphics
Annual report compiled by the Budget Department
Budget Department
Calvin Campbell
Ed Fowler
Carolyn Hine
Corinne Kaufman
Bob Kramer
Maclone Photos
Suzanne Marshall
Cymie Payne
Charles Rogers
Skip Russell
Paula Van Gelder
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